Item 2

6th March 2024

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive

Contact: Cormac Quinn Ext: 73625

Strategic Plan: Performance Manual: Dashboard Development

Purpose of Report:

Presentation of work to explore suitability of Dashboards to support the work of Performance Manual reporting.

Recommendations:

The committee is asked to note this report and to:

- Consider the different approaches to presenting dashboard information within performance management
- Note and agree the ongoing approach
- Note that a further developments will be included in the annual Performance Manual update

Ward No(s):	Citywide: ✓
Local member(s) advised: Yes ☐ No ☐	consulted: Yes ☐ No ☐

1.0 Background

1.1 The Council Strategic Plan was agreed at Full Council in October 2022. The Operational Performance Delivery and Scrutiny Committee (OPDSC) is tasked with monitoring the delivery of the Plan.

1.2 In order to assist scrutiny; and to enable services to report consistently, a **Performance Manual** has been developed. The Performance Manual was presented at the Operational Performance Delivery and Scrutiny Committee OPDSC on 16th August 2023. This was undertaken in line with recommendations of the Internal Audit of Performance.

1.3 Members noted the developments in the Performance Manual and also noted that they were keen to see examples of good practice and learning that could be applied to support performance reporting; including an exploration of how performance Dashboards could be deployed.

1.4 This report will detail some of the early considerations around the ongoing development work to look at how performance dashboards could be deployed. Both in a general sense; to look at existing potential platforms and scope out the requirements for dashboards to function.

1.5 This paper explores some of the benefits of each of the platforms considered and highlights some of the potential presentation styles at Appendix 1.

2.0 A Tiered Approach to Data Monitoring

2.1 One of the advantages of developing a performance dashboard is that it can allow the production of regular publicly available data that can be hosted on publicly accessible forums such as a webpage or available for operation scrutiny by both service managers elected members and the public.

2.2 This allows for Tiered approach to performance monitoring; where information can be calibrated for more effective scrutiny. Low tier granular operational data which may be suitable for inclusion in a performance dashboard can be linked within higher level reports; allowing for a more strategic approach to performance monitoring where the low tier data is not being presented; but is readily and easily available for context or more detailed scrutiny should that be required

2.3 Higher Tier strategic data that informs the delivery of a Mission, or it's consequent Commitment can provide the focus for Elected Member and strategic level Officer scrutiny; in the knowledge that more detailed information is available where required.

3.0 Performance Manual : Exploring Dashboards

2.1 To support the work of the Committee; and Service Performance Management, work has been underway to look at how public performance information can be presented in dashboards.

2.2 Elected Members will be familiar with the how dashboards can assist the presentation of information from the Elected Member dashboard, and the benefits of presenting information in a way that is both accessible and can draw meaningful comparisons.

2.3 In looking at dashboards we need to understand the how the flow of information that populates a performance dashboard is generated:

Manual data gathering

Currently the vast bulk of data gathered is collated manually for performance monitoring. This involves staff interrogating individual spreadsheets and databases to present data in form that can be understood for performance monitoring purposes.

This can be resource and time intensive; and be a repetitive exercise where slight updates to data may require entire datasets to be analysed each time.

Automated data gathering

Increasingly data can be gathered with the support of automated process that have staff oversight. The suitability of data to be included in automated data dashboard is defined by what is called “success criteria”. The success criteria determines if the dataset is suitable to include in an automated data gathering process.

Actions and success criteria will be identified as part of the ongoing scoping work to allow baselining of appropriate data. Once all data measures have been identified, and where the data is appropriate for automated update, a dashboard can be developed to show and share progress.

A key focus of the development of performance dashboards will be to look at how they can assist a tiered approach to performance monitoring.

2.4 The bulk of information collated in performance reports is still manually generated. Depending on the dashboard platform utilised this may have implications for licencing and supporting the entry of data at Service level.

3.0 Examples of Dashboards

3.1 For the purpose of this update; the two dashboard styles being explored at the moment, are based on platforms currently utilised by the Council.

- Pentana
- Smartsurvey

3.2 The general features of each were explored, and below we note some of the early exploratory work and some of the early conclusions we have established at this stage:

Pentana (now called Ideagen)

Pentana is currently utilised within the Council for risk management purposes.

The function provides graphic outputs that may be useful however this would require a significant amount of time in housekeeping and maintenance. It also provides a front page that requires coding for bespoke images, manual readjustment for every task.

Pentana can be used in conjunction with EDRMS, however, currently the risk register is inputted into the Pentana system and does require double handling of data for risk currently. It should also be noted that reformatting of data for reports can often be resource intensive.

The general features of Pentana include:

- being able to track realtime risk identification with interactive heatmaps and customisable dashboards
- Allowing the tracking of progress on actions, plans and projects with Gantt charts
- the ability to link audit recommendations to risks and track progress and approvals
- enables the addition of supporting documentation, commentary, analysis, expected outcomes and financial information.

Smartsurvey

Smartsurvey is a survey and questionnaire tool which the Council currently uses to gather the views and opinion of residents, stakeholders and staff on a range of topics and issues. Members may

be familiar with its usage across a number of different public surveys undertaken by Council Services.

Although Smartsurvey is not primarily designed the collect performance monitoring information it would be possible to adapt the tool to gather performance information. This information would then be shared and displayed using a new dashboard function (currently being tested) which will allow users to display results and findings from different exercises in one interactive space.

Some of the general features noted so far include the fact that:

- It has already been adopted for other functions within the Council
- It doesn't require significant additional or formal training to use.
- Some of the functionality for performance dashboards is still at testing (beta stage) additional functionality will be added over time.
- The Smartsurvey tool itself was not conceived in its design as a dedicated performance tool; but does offer an accessible visual dashboard.

3.3 As part of our exploration of how data might be presented we have generated some sample dashboards (Appendix 1). As more information flows become available we will update Committee on the development of the these dashboard approaches.

4.0 Next Steps

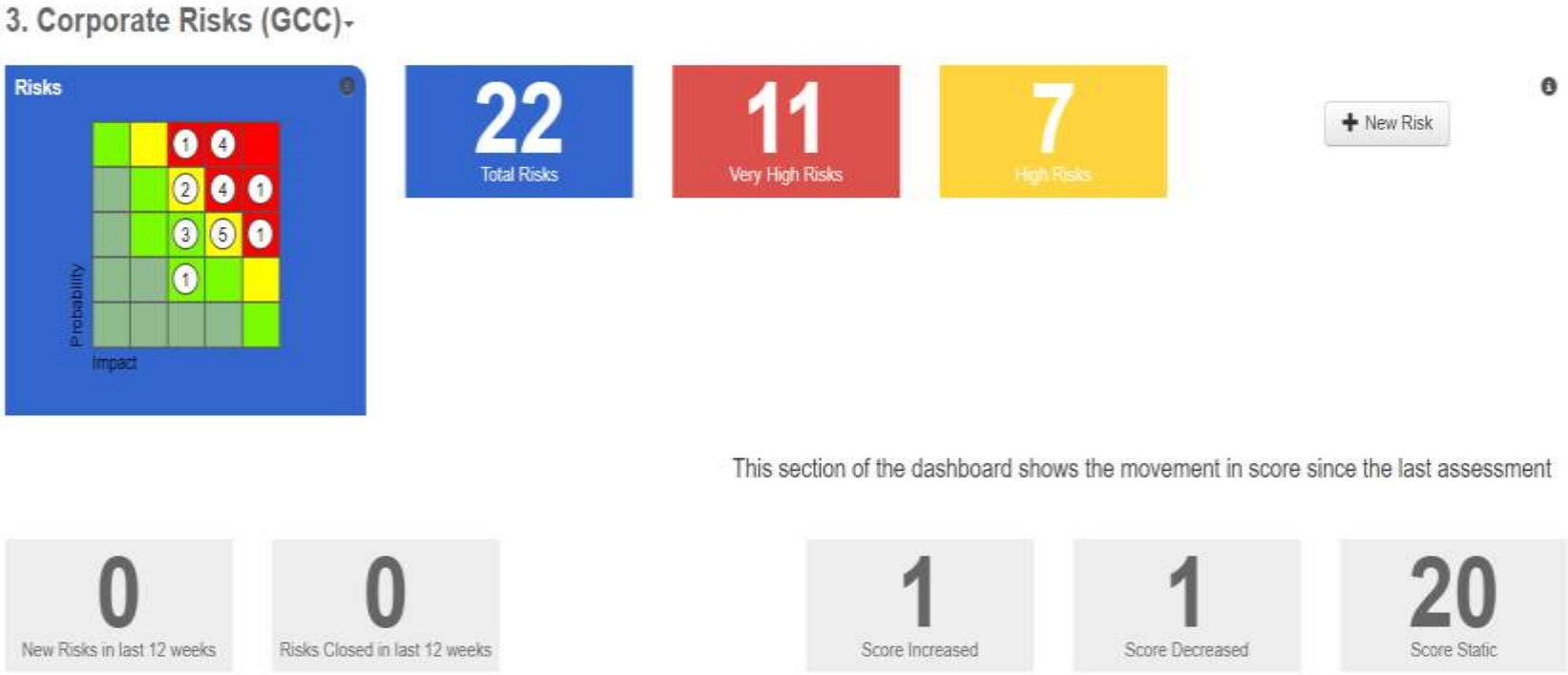
4.1 As the work continues to develop exploring the Performance Dashboards, the views and thoughts of elected members on the options presented and will be incorporated the ongoing development.

4.2 The Strategic Performance Working Group will also be involved in updating and monitoring the effectiveness of any potential dashboard and its practical application. This will also look; in particular, at the flow of information whether Manual or Automated and what would be required to support both; in order to populate a potential dashboard.

4.3. Any significant developments between now and the Performance Manual update to this Committee will be outlined in the Performance Manual itself; and out-with that, will be notified to this Committee as a matter of course.

Appendix 1

Pentana Dashboard Samples



Appendix 1

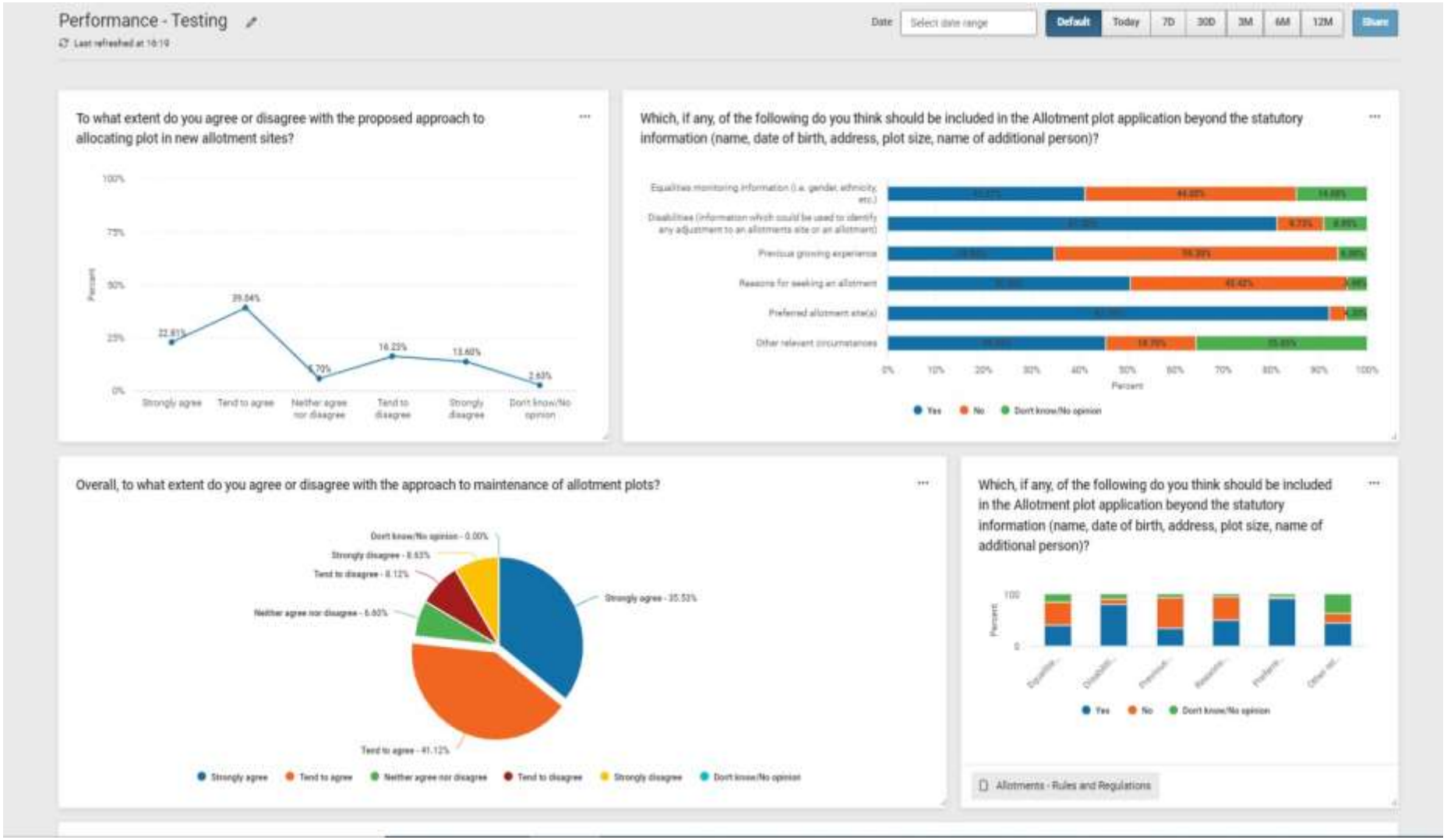


Reports

Title	Report Type	Output Format	Size	Last Generated
Corporate - All Actions Requiring Update (Overdue, Unassigned etc.)	Actions Report	Excel	10.9 KB	16 Nov 2022
Corporate - All Actions Requiring Update (Overdue, Unassigned etc.)	Actions Report	PDF	14.2 KB	18 Jul 2019
Corporate - Detailed Risk Report (SMT Reporting)	Risks Report	Excel	38.8 KB	08 Nov 2023
Corporate - Individual Risk Reports for review	Risks Report	Word (.doc)	1.3 MB	25 Jan 2024
Corporate - Linked Risks Report	Risks Report	Word (.doc)	924.5 KB	05 Apr 2023
Corporate - New Risks in last 4 weeks	Risks Report	PDF	2.7 KB	18 Jul 2019
Corporate - New Risks in last 4 weeks	Risks Report	Excel		
Corporate - Risks updated in last 12 weeks	Risks Report	PDF	169.2 KB	20 Aug 2020
Corporate - Summary Risk Report	Risks Report	PDF	90.0 KB	24 Aug 2022
Corporate - Summary Risk Report	Risks Report	Excel	22.8 KB	09 Jan 2023
Corporate - Very High/ High Risks	Risks Report	PDF		

Appendix 1

SmartSurvey Dashboard Samples



Appendix 1


Overall, to what extent do you agree or disagree with the approach to maintenance of allotment plots?
Don't know/No opinion - 0.00%
Strongly disagree - 8.63%
Tend to disagree - 8.12%
Neither agree nor disagree - 6.60%
Strongly agree - 35.53%
Tend to agree - 41.12%
Strongly agree
Tend to agree
Neither agree nor disagree
Tend to disagree
Strongly disagree
Don't know/No opinion
To what extent do you agree or disagree with the proposed approach to allocating plot in new allotment sites?
100%
50%
0%
Percent
22.81%
39.04%
5.70%
16.23%
13.60%
2.63%
Strongly agree
Tend to agree
Neither agree nor disagree
Tend to disagree
Strongly disagree
Don't know/No opinion
To what extent do you agree or disagree with the following.....
- unsure which of these services the council is providing on my site as it is. Aside from some vermin control during pandemic and mains water, my understanding the plot association funds and volunteers cover the maintenance.
79
We need full transparency as to the actual cost to the council of running each allotment site.
If concessionary rates are only available when all tenants of a joint tenancy are eligible, you run the risk of discriminating against those who require concessionary rates. They may not be able to contribute their 'share' of a joint tenancy and could be financially excluded from being plotholders.
The council should not be the body that considers changes in individual circumstances that affect their ability to pay rent. This is a role that an allotment Committee can much more easily, directly and humanely fulfil.
Evicting plotholders in the event of being more than 28 days in arrears of their rent is inhumane and disproportionate.
Given the extremely high increase in rents that the council is proposing, many plotholders will experience financial
30/10/2023 16:42 PM
Comments: 83
Which, if any, of the following do you think should be included in the Allotment plot application beyond the statutory information (name, date of birth, address, plot size, name of additional person)?
100
0
Percent
Equalities monitoring information (i.e. gender, ethnicity, etc.)
Disabilities (information which could be used to identify any adjustment to an allotments site or an allotment)
Previous growing experience
Reasons for seeking an allotment
Preferred allotment site(s)
Other relevant circumstances
Yes
No
Don't know/No opinion
Which, if any, of the following do you think should be included in the Allotment plot application beyond the statutory information (name, date of birth, address, plot size, name of additional person)?
Equalities monitoring information (i.e. gender, ethnicity, etc.)
Disabilities (information which could be used to identify any adjustment to an allotments site or an allotment)
Previous growing experience
Reasons for seeking an allotment
Need Help?
Feedback
Chat with an Expert

Policy and Resource Implications

Resource Implications:

Financial:	None
Legal:	None
Personnel:	None
Procurement:	None

Council Strategic Plan:

Grand Challenge 4:
Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

Mission 4: Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Yes, by highlighting how general performance should be measured and reported the report seeks to assist in increasing people's knowledge about Equality and Fairness which supports the Equality Outcomes.
What are the potential equality impacts as a result of this report?	No EQIA required as the report is a summary report based on previous audit recommendations, and no policy decisions are initiated in this report.
Please highlight if the policy/proposal will help address socio-economic disadvantage:	Yes, by highlighting areas of work the report seeks to assist in increasing people's knowledge about Fairness and impact of policy/planning on socio-economic outcomes.

Climate Impacts:

Does the proposal support any climate	None directly at this stage

Plan actions? Please specify:	
What are the potential climate impacts as a result of this proposal?	None directly at this stage
Will the proposal contribute to Glasgow's net zero carbon target?	By enhancing and understanding or performance information; it may enable us to better understand actions relating to net zero targeting.
Privacy and Data Protection impacts:	Data collated with be handled in accordance with the General Data Protection Regulation

Recommendations

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